Writing
Executive Core Qualifications

Sheeler Kowalewski
Deputy Director
Executive Management Program Office

Objectives

- Describe major requirements of the Executive Core Qualifications (ECQs) and sub-competencies
- Recognize effective techniques for completing the ECQs
- Identify how to market yourself on paper

History

- 1978 Civil Service Reform Act
  - Cadre of exceptional leaders
- Office of Personnel Management's Responsibility
- ECQs are selection criteria for the SES

Why……

- Career Senior Executive Service Position (SES)
  - Any person in a Limited Term SES
  - Any person new to SES

Candidate Development Program (CDP) is a competitive program that creates a pool of prepared candidates for SES positions..

ECQs

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions
- Fundamental Competencies
- 28 competencies

Fundamental Competencies

- Interpersonal Skills
- Oral Communication
- Integrity/Honesty
- Written Communication
- Continual Learning
- Public Service Motivation

CCAR

Challenge-Context-Action-Result Model

- Challenge: Problem or goal
- Context: Individuals/groups, environment
- Action: Actions taken
- Result: Specific examples of results that show quality, quantity and effectiveness

Details that Count

- It's about YOU
  - Volunteer and private industry work, special assignments (task forces, committees, work groups)
  - Education used to achieve goals
  - Awards received for accomplishments
  - Begin with a brief summary of executive experience
- Clear, concise statement written in 1st person, active voice
- 10 pages maximum, about 1 ½ per ECQ
- Spell out Acronyms
- Don't provide personal beliefs or philosophies
- Quantify/qualify accomplishments
- Don't include technical information
- Be friendly and professional

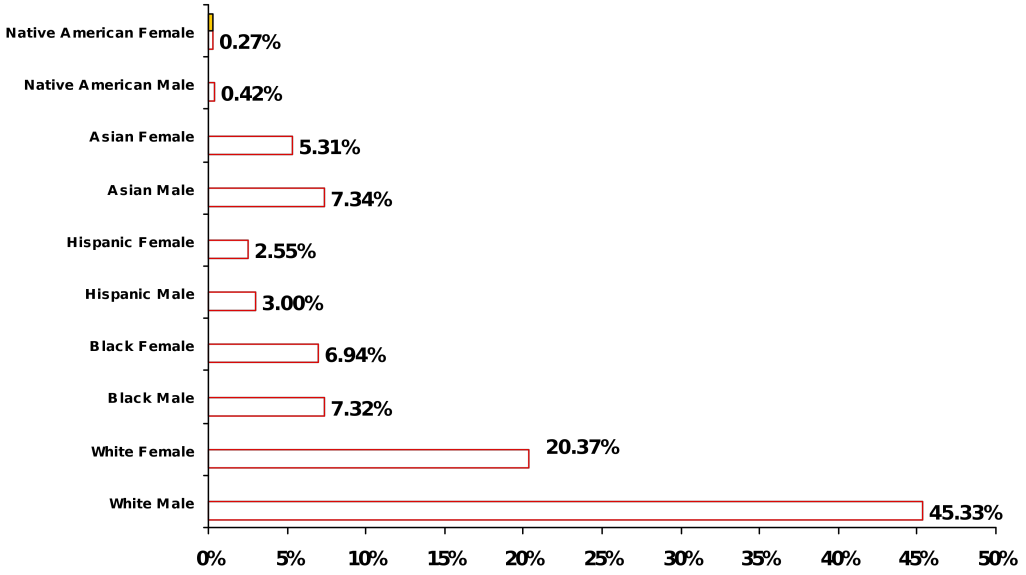
Leading Change

- Definition: Ability to bring about strategic change, both within and outside the organization, meet organizational goals; establish an organizational vision, and to implement it in a continuously changing environment.
- Competencies
  - Creativity & Innovation
  - External Awareness
  - Flexibility
  - Resilience
  - Strategic Thinking
  - Vision

Leading People

- Definition: Ability to lead people toward meeting the organization's vision, mission, and goals; to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

- Competencies
  - Conflict Management
  - Leveraging Diversity
  - Developing Others
  - Team Building



Results Driven

- Definition: Ability to meet organizational goals and customer expectations; make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.
- Competencies:
  - Accountability
  - Customer Service
  - Decisiveness
  - Entrepreneurship
  - Problem Solving
  - Technical Credibility

Business Acumen

- Definition: Ability to manage human, financial, and information resources strategically.
- Competencies
  - Financial Management
  - Human Capital Management
  - Technology Management

DON Total Funding FY2010 = $171.7B
DoD FY10 Budget = $533.8B

Building Coalitions

- Definition: Ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments or international organization to achieve common goals.
- Competencies
  - Partnering
  - Political Savvy
  - Influencing/negotiating

Last Words on Writing

- Don’t forget writing basics
- Have friends, co-workers, mentors and SES read your ECQs
- Make your story interesting
- When you get that interview

The Future

- Additional Competencies for DoD SES
  - Joint Perspective
  - Enterprise Perspective
  - National Security Perspective
- Two New Selection Methods
  - Resume Based
  - Accomplishment Record

Qualifications Review Board

- Last critical selection step
- 3 executive (2 must be career appointees)
- QRB – Independent peer review of applications
- Does not rate, rank or compare candidate's qualifications against other candidates
- Each case is independently reviewed for overall scope, quality and depth of candidates executive qualifications in the ECQs
- DON provides SES members to serve
  - DON members may not review candidates for DON positions
- Meet every Tuesday, 2nd & 4th Friday of the month

Future: Virtual QRBs

Sources

- OPM site: http://www.opm.gov/ses/recruitment/ecq.asp
  - http://www.opm.gov/ses/references/SES_Quals_Guide_2006.pdf
- The Federal Resume Guidebook, by Kathryn K Troutman (4th edition)
- DON Senior Executive site:

https://www.donhr.navy.mil/Senior_exec/default.asp